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Presentation Outline

- ❑ Definition of employment outcomes
- ❑ Models for intervention
- ❑ Lessons learned from the National Evidence-Based Practices Project

Definition of Employment Outcomes

The Primary Goal in Work Arena: *Competitive Employment*

- Regular community job
- Pays at least minimum wage
- Nondisabled coworkers
- Not temporary or “make work”
- Job belongs to the consumer, not to the rehabilitation agency

Reasons to Focus on Competitive Employment

- Consumer preference
- Part of mainstream society
- Associated with better nonvocational outcomes
- Less costly than protected work

Dimensions of Employment

- Competitive vs. protected employment
- Time period for assessment
- Frequency of assessment
- Number of hours worked per week
- Earnings
- Time to first job
- % of weeks worked per time period
- Job satisfaction

Suggested Employment Indicators

Focusing only on competitive employment, assess:

- Annual employment rate (both for all workers and for those working 20 or more hours)
- Quarterly employment rate
- % of weeks worked annually
- Annual earnings

Choice of a Single Indicator

- Quarterly competitive employment rate for consumers enrolled in supported employment program
- Simple to measure, face valid
- Suggested benchmark for success: 50% (from J&J Project)

Models for Intervention

Traditional Vocational Services:

Typical Features

- *Stepwise*: Training or sheltered work first
- *Work readiness criterion*: Clients screened for placement
- *Brokered*: Different agencies provide vocational and mental health services
- *Short-term*: Services curtailed once job is found

Bond's 1992 Review

- 24 randomized controlled trials of clubhouses, job clubs, day treatment, career counseling, and sheltered programs, and other models:

“Traditional psychiatric rehab programs do not prepare clients for competitive employment, but instead help clients adjust to various agency-sponsored employment options.”

Problems with Traditional Models

- Traditional vocational approaches are ineffective
- Great variability in how programs are implemented
- Most approaches not based on evidence-based principles

(Bond, 1999; Cook, 2000; Crowther, 2001; Honey, 2001; Killackey, 2006; Lehman, 1998; Schneider, 2002)

Supported Employment:

7 Evidence-Based Principles

- Open to anyone who wants to work
- Competitive employment is the goal
- Rapid job search
- Consumer preferences honored
- Individualized and long term supports
- Employment specialists work closely with case managers
- Personalized benefits counseling

Individual Placement and Support (IPS)

- Supported employment approach developed by Becker and Drake
- Clearest described model
- Synonymous with evidence-based supported employment

What Are Ideal Features of an Evidence-Based Practice?

- Consumer-centered
- Consistent with societal goals
- Strong and consistent evidence for effectiveness with minimum side effects
- Positive long-term outcomes
- Reasonable costs
- Easy to implement
- Adaptable to diverse communities

Supported Employment Is...

Consumer-Centered

Why Focus on Employment?

- Most consumers want to work!
- Being productive = Basic human need
- A typical role for adults in our society
- Most consumers see work as an essential part of recovery
- >2/3 of consumers live in poverty – employment may be a way out

Supported Employment Is...

Consistent with
Societal Goals

President Bush's
New Freedom Commission
Recommendation:

*Make Supported Employment
Services Widely Available*

Supported Employment Has...

Strong and Consistent
Evidence of Effectiveness

**Baseline
Competitive Employment Rates
for CMHC Clients with
Severe Mental Illness:**

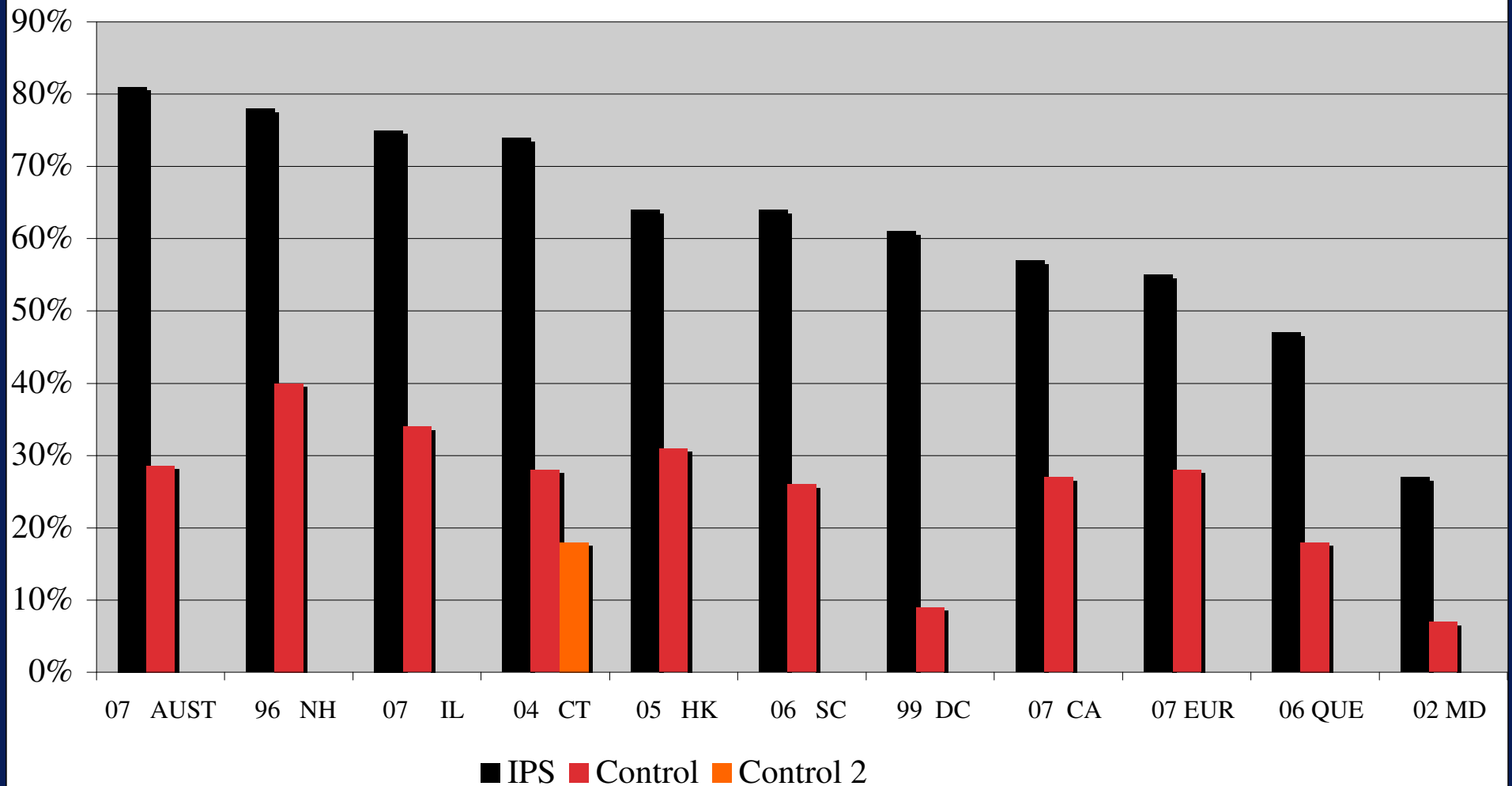
<15%

11 Randomized Controlled Trials (RCTs) of High-Fidelity IPS

- Best evidence available on effectiveness
- RCTs are gold standard in medical research

<i>Study (Year)</i>	<i>Site</i>	<i>Control Group</i>
Drake (96)	NH	Skills Training
Drake (99)	DC	Sheltered Work
Lehman (02)	MD	Psychosocial Rehab
Mueser (04)	CT	1. Brokered Supp Emp 2. Psychosocial Rehab
Latimer (05)	Quebec	Traditional Voc Services
Wong (05)	Hong Kong	Sheltered Work
Gold (06)	SC	Sheltered Work
Burns (06)	Europe	Traditional Voc Services
Bond (06)	IL	Diversified Placement
Twamley (06)	CA	VR Referral
Killackey (07)	Australia	Services as Usual

Competitive Employment Rates in 11 Randomized Controlled Trials of Individual Placement and Support



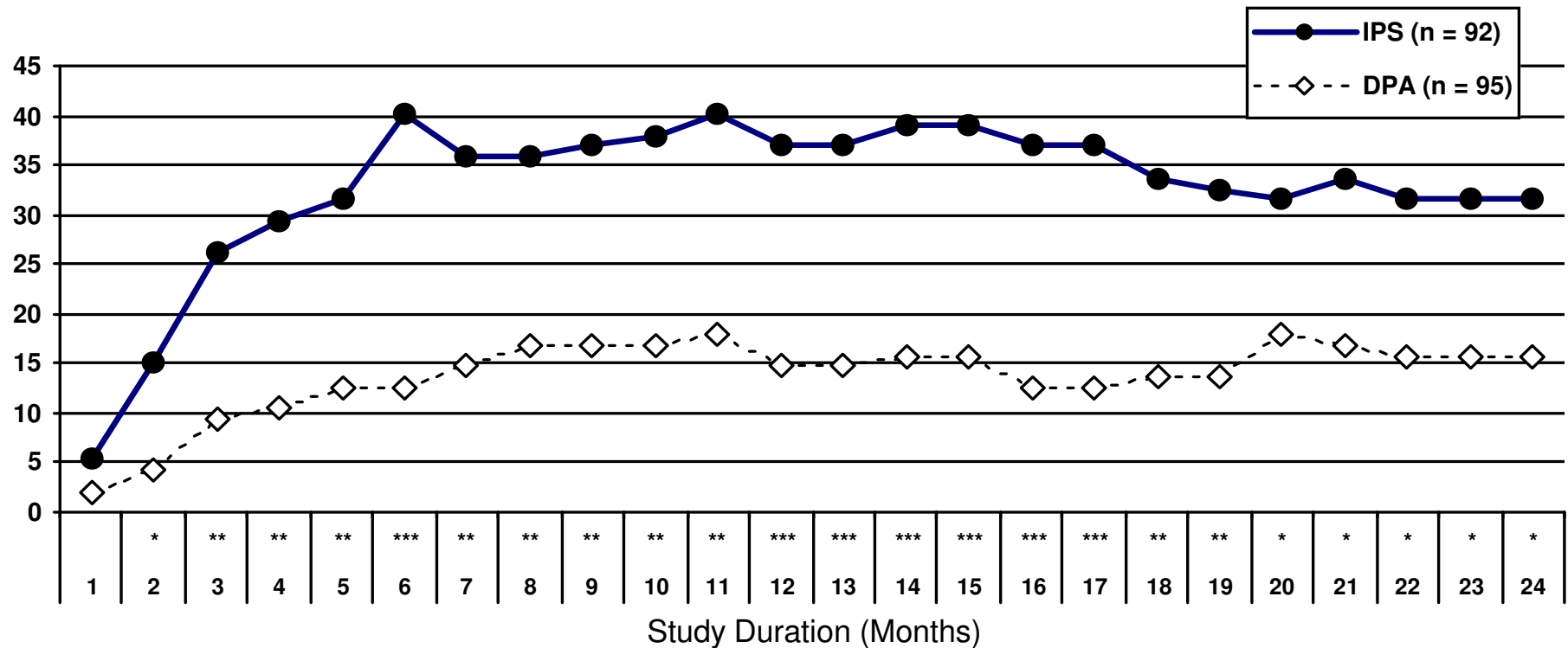
Summary:

Randomized Controlled Trials of IPS

- In all 11 studies, IPS had significantly better competitive employment outcomes than controls
- Mean across studies of consumers working competitively at some time:
 - 62% for IPS
 - 25% for controls

Chicago Study -- Monthly Rates

Monthly Rates of Competitive Employment



* <.05, ** <.01, *** <.001

Competitive Employment Outcomes

	IPS (N = 317)	Control (N = 161)
>20 Hours/Week Jobs	43.6%	14.2%
Days to First Competitive Job	145	214
Weeks Worked/Year (Workers Only)	24.5 (47% of weeks)	25.0 (48% of weeks)
Weeks Worked Longest Job	22.0	16.3

Summary: Impact of IPS Compared to Controls

- Competitive employment rate more than doubled
- IPS clients who work competitively start work 10 weeks earlier
- Among those who work, IPS and controls work about 50% of possible weeks

6 Day Treatment Conversions to Supported Employment: Common Study Design

- Discontinued day treatment
- Reassigned day treatment staff to new positions
- Implemented new supported employment program
- Compared to 3 sites not converting

Sources: Drake and Becker

Similar Results in All 6 Day Treatment Conversions

- Large increase in employment
- No negative fallout – No increase in program dropouts, relapses, etc.
- Overwhelmingly positive reactions from consumers, families, & clinicians
- Greater community involvement regardless of whether clients worked

Supported Employment Has...

Favorable
“Side Effects”

Is Work Too Stressful?

- As compared to what?
- Joe Marrone: If you think work is stressful, try unemployment

Negative Effects of Unemployment in General Population

- Increased substance abuse
- Increased physical problems
- Increased psychiatric disorders
- Reduced self-esteem
- Loss of social contacts
- Alienation and apathy

(Warr, 1987)

Assessment of Potential Negative Outcomes from Supported Employment

- No increase in psychiatric hospitalizations or any other negative outcomes

Associated Benefits of Competitive Employment: Research Evidence

- Increased income
- Improved self esteem
- Increased quality of life
- Reduced symptoms

Sources: Arns, 1993, 1995; Bond, 2001; Fabian, 1989, 1992; Mueser, 1997; Van Dongen, 1996, 1998

Supported Employment Has...

Positive Long-Term
Outcomes

10-Year IPS Follow-up Study (Salyers, 2004)

Outcomes at follow-up

(N = 36)

- 92% had worked during follow-up
- 47% currently working
- 33% worked at least 5 years

Long-Term IPS Follow-up Study (Becker, in press)

Outcomes at 8-12 Years Follow-up

(N = 38)

- 82% had worked during follow-up
- 71% currently working
- 71% worked at least half the follow-up period

Supported Employment
Has...

Reasonable Costs

What Does Supported Employment Cost? (Latimer, 2004)

- Mean estimate:
\$2500 per client per year
- Influenced by many factors:
 - Caseload size
 - Severity of disability
 - Employment specialist salaries
 - Estimate does not include clinical services

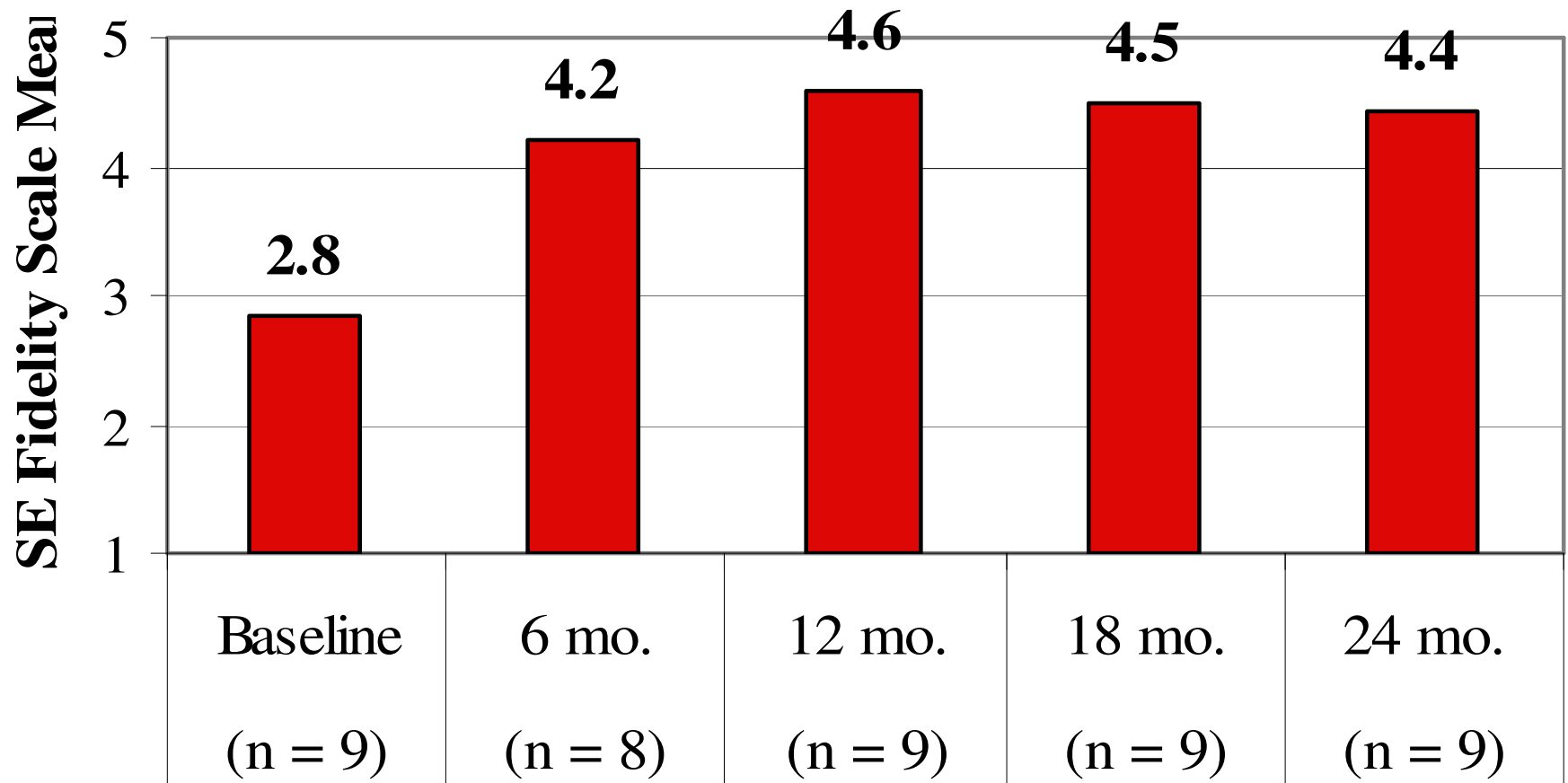
Supported Employment Is...

Relatively Easy to
Implement

National EBP Project: 2-Year Rates of Successful Program Implementation

	Successful (Fidelity >4)	Unsuccessful	Dropped Out
SE	8 (89%)	1	
ACT	10 (77%)	3	
IDDT	2 (15%)	9	2
IMR	6 (50%)	6	
FPE	3 (50%)	1	2
Total	29 (55%)	20	4

National EBP Study



Most improvements in
supported employment
fidelity occurred within
the first year



Supported Employment Is...

Adaptable to a Wide
Variety of Communities
and Populations

Where Has Supported Employment Been Successfully Implemented?

- US, Canada, Europe, Hong Kong
- Rural and urban communities
- Mainly CMHCs, but more recently sheltered workshops, psychiatric rehab agencies
- Different age groups (young, old)

Conclusions: Supported Employment...

- Is consumer-centered
- Is consistent with societal goals
- Has strong and consistent evidence for effectiveness with minimum “side effects”
- Shows long-term outcomes
- Has reasonable costs
- Is easy to implement
- Can be used in any community

Lessons Learned from the National Evidence-Based Practices (EBP) Project

Design of National EBP Project

- Examined 5 psychosocial EBPs
- 8 participating states
- Each state implemented 2 different EBPs in multiple sites
- 53 sites total
- 2 years of observation at each site

Major Domains Assessed in National EBP Project

- Predictors of Implementation
(based on qualitative data):
 - Barriers
 - Facilitators and Strategies
- Outcome measure:
 - Quality of Implementation
(Fidelity)

9 Supported Employment Sites

- 3 participating states
(Maryland, Kansas, and Oregon)
- 3 supported employment sites in each state

Overall Trends

- No site was following supported employment model at baseline
- Staff resistance to supported employment was common
- Turnover was very common, especially in the leadership
- Great success rate: All but one site achieved good to excellent fidelity

Vocational Programs at Baseline: Examples

- Policy of hiring consumers for jobs within mental health center (3 sites)
- Enclave-based program
- Job coaching subcontracted to a separate agency
- Prevocational training

Staff Turnover Was Common

- In 7 (78%) of the 9 sites, supported employment supervisor changed during 2-year period
- Turnover also frequent among employment specialists
- Impact was sometimes positive, sometimes negative

8 Keys to High Fidelity

- Discontinuing old ways of doing things
- Using fidelity scale as guide
- Showing leadership:
 - Agency directors taking administrative steps to support practice
 - Supervisors setting firm behavioral expectations

8 Keys to High Fidelity (continued)

- Getting right people to staff program
- Modeling practitioner behaviors
- Ensuring close collaboration with treatment teams
- Counting things you want to change

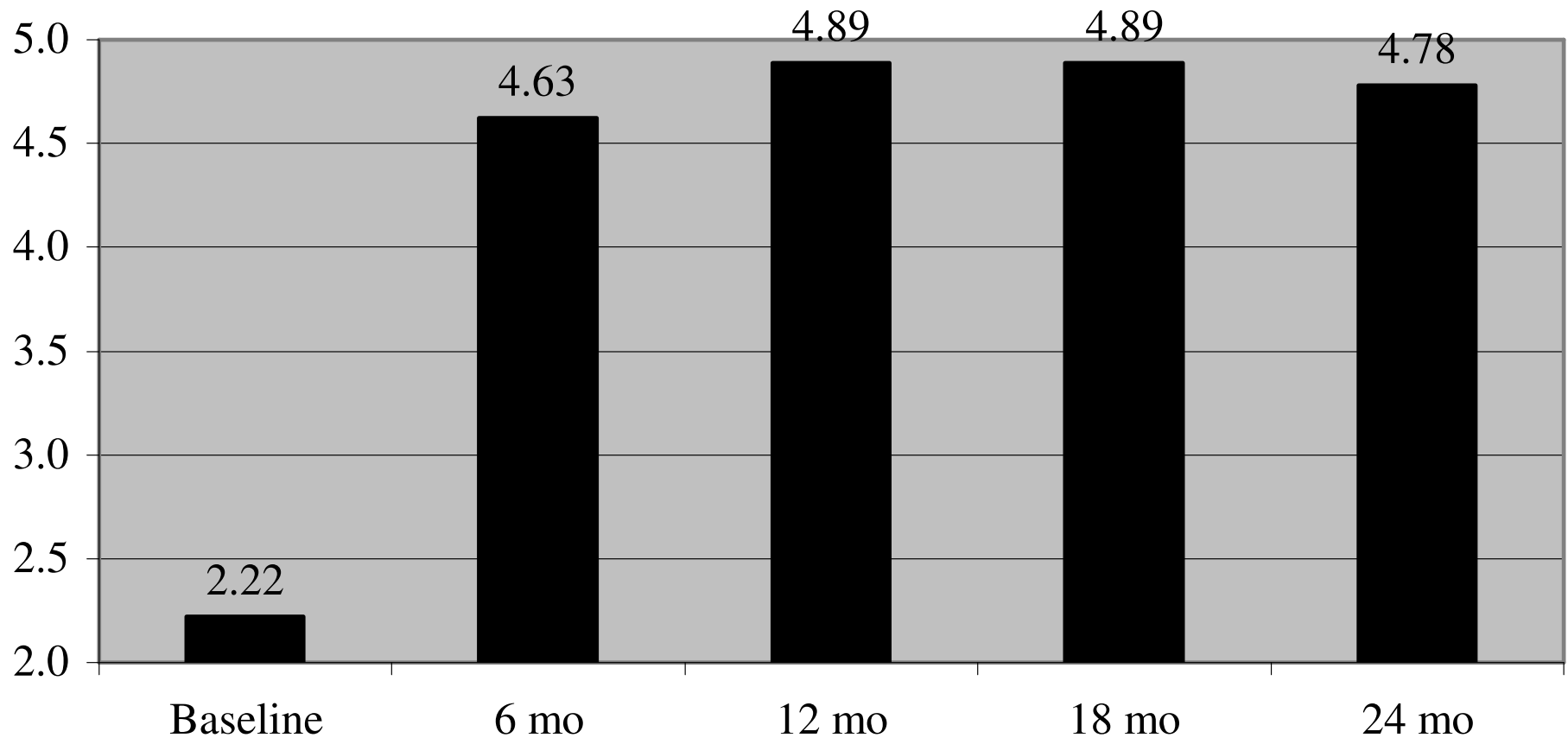
Discontinuing Old Ways of Doing Things

- Legend of Spanish conqueror Cortez burning his ships off Mexico --
There will be no turning back
- Mechanisms for making changes:
 - Several sites removed incentives for non-competitive placements
 - Other sites closed down prevocational programs

Using Fidelity Scale as Guide

- “Structural” fidelity standards often rapidly adopted
- Specific and measurable standards most easily enforced

National EBP Project SE Mean Fidelity Item: Rapid Job Search



Examples of Helpful Agency Director Actions

- Creating/protecting positions in supported employment programs
- Reclassifying vocational specialists to work in community
- Assigning employment specialists to treatment teams
- Modifying productivity standards
- Changing documentation

Additional Helpful Agency Director Actions

- Expressing “can do” attitude and to show public support for program
- Creating leadership teams to monitor progress and provide moral support

Examples of Helpful Supervisor Actions

- Confronting resistance among staff:
“This is the model we are using here,
you are expected to follow it!”
- Setting behavioral expectations
(e.g., number of employer contacts)
- Monitoring performance
- Diagnosing implementation problems
 (“Why are folks losing jobs?”)

Getting Right People to Staff Program

- Most sites began with staff who were unfamiliar with SE model
- Job match principle: Finding staff suited for the job
- “You may be an excellent soccer player; unfortunately, we are playing basketball”

Modeling Practitioner Behaviors

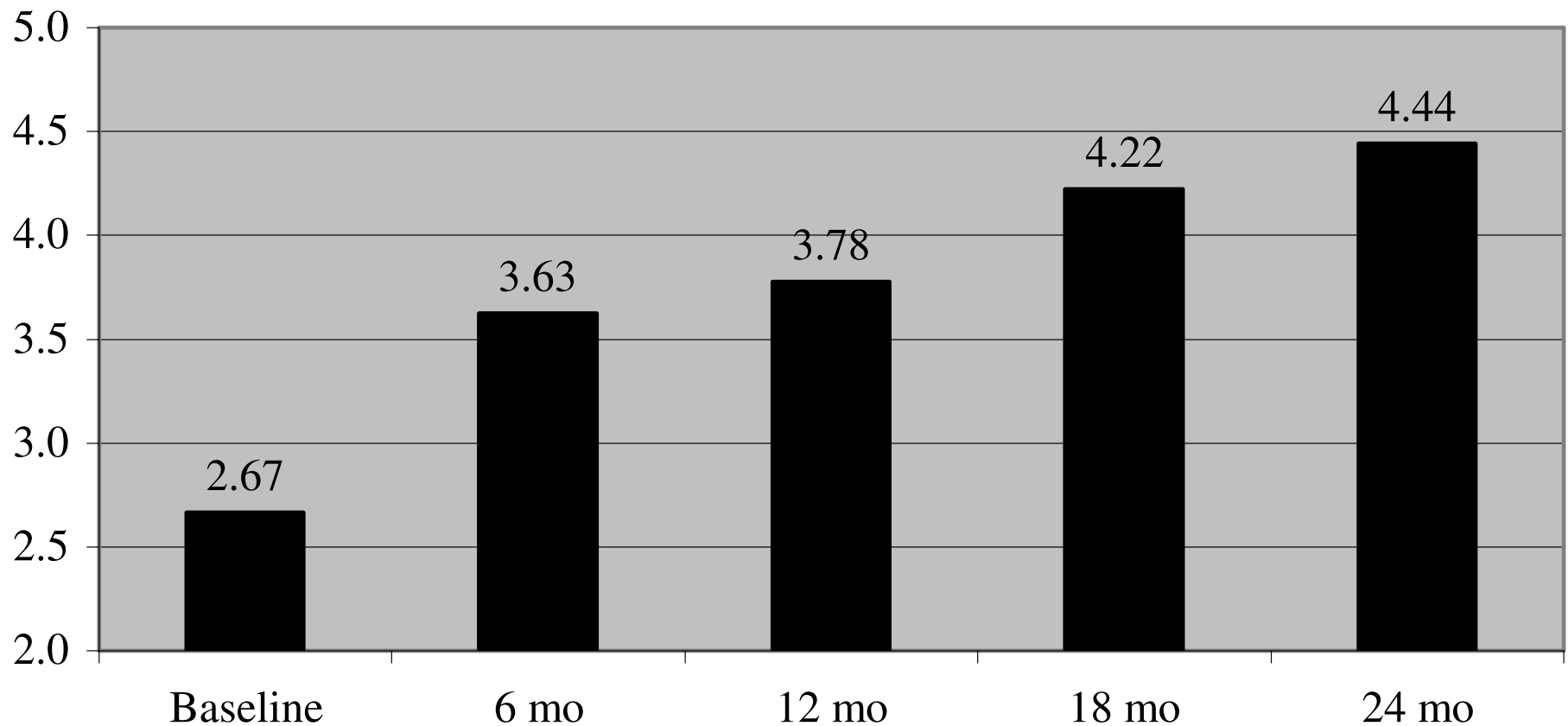
- Simply setting standards in skill areas is not enough
- Practitioners need to be shown how
- Key role for trainer/consultant:
Modeling skills, including:
 - Job development
 - Job support

Ensuring Close Collaboration with Treatment Teams

- Hard to achieve even in well-managed agencies
- Harder still when mental health provided by outside agency
- Typically the last area to achieve high fidelity

National EBP Project SE Mean Fidelity

Item: Integration with Treatment Teams



Counting Things You Want to Change

- *“It doesn't count unless you can count it.”* (Chassin, 1996)
- *“What gets measured gets done.”*
(Shannon & Robson, 1999)

Important Things to Count

- Number of employer contacts/week
- % of clients on caseload who are on a single treatment team
- % time in the community
- Average time between admission and first employer contact

Summary

- Most sites began with staff who did not know model and with voc programs that did not look like SE
- All sites had to overcome adversity (funding cuts, staff resistance, staff turnover)
- Yet all but one site showed rapid progress to implementation
- 8 factors found to facilitate high fidelity to the model

Overall Conclusions

- Many reasons for implementing supported employment
- Implementation of high-fidelity programs is attainable